

Co-operation itself They thought, most of them, that what they were doing was to establish government by the producers, their ideal still was the "self-governing workshop," although with minds dominated, like those of the economists of the day, by the barren distinction between "distribution" and "production," they never dreamed of applying this ideal to their own employees. Really, as Beatrice Potter saw, with one of those swift imaginative flashes that make her far more than a mere investigator, they were doing something quite different from what they imagined they were engaged in an effort

"To organise industry from the *consumption* end, and to place it from the start, upon the basis of 'production for use* instead of 'production for profit/ under the control and direction not of the workers as produceis, but of themselves as consumers "

This was her first discovery, her second was that if democracies of consumers are to serve as an alternative to private profit-making they require to be complemented by "democracies of workers by hand and brain—by Trade Unions and professional societies "

To herself, these discoveries were of cardinal importance

In a sense, their full relevance was not to be appreciated

for many years not, indeed, until the partners saw the secret of Soviet Russia's organisation as lying in the fact that there, State Social Economy is organised from the consumption end. Nevertheless at the time their importance for her was immense. They were bringing her right

up to the crucial experience to the moment
at which
with full conviction, full knowledge of what
it meant,
and an unequalled understanding of the
arguments
intellectual and factual, she could break the
shell of cir-
cumstances and of habit, and make the great
affirmation*
"Now I am a Socialist " With this affirmation,
she won,
for herself, intellectual freedom and a clear
sense of purpose